2006 NASCIO

Recognition Award Submission

State of California

Office of the State CIO

IT Project and Portfolio Management

Executive Summary

California's Child Welfare Services (CWS) program serves children who have been abused or neglected, reuniting them with their families whenever possible. When a family cannot be rehabilitated, CWS finds alternative placement for that child or children. The CWS program is supported by the Statewide automated Child Welfare Services/Case Management System (CWS/CMS), the largest single child welfare system in the nation with more than 19,000 active users. CWS/CMS keeps track of the location, demographics, and goals for children and families receiving services, allowing child welfare staff to create, read, retrieve, and update that information.

CWS/CMS became operational Statewide in 1997. Until this year, IBM has managed and operated the CWS/CMS application from IBM's data center in Boulder, Colorado. In 2004 the State conducted a study that determined that in-sourcing CWS/CMS' computing infrastructure from IBM's facility in Colorado to the State data center in Sacramento would provide long-term savings and provide a more competitive environment for future procurement of maintenance and operation services for CWS/CMS.

Re-host planning began in early 2005. The most important planning goal was to complete all re-host activities without any impact on system performance or availability. In August 2005, California started formal project activities. The California architecture was developed using a "lift and lay" strategy to re-produce the Colorado infrastructure architecture at the Sacramento facilities with minimal changes with the objective of minimizing the impact on service delivery.

The re-host effort was successfully completed March 25, 2006 when the Boulder application was shut down and the California data center entered production, on schedule and on budget. There was no unplanned service outage or other availability issues associated with cutover, and system performance has been improved. In-sourcing the computing infrastructure for CWS/CMS:

- Reduced costs by hosting the application at a State data center because costs are recovered and no profit margin is charged.
- Created greater economies of scale for the State data center resulting in reduced computing and network costs for all customers.
- Conforms to California's Information Technology strategy to consolidate mainframe, server, and messaging operational support.

A. Concise description of the business problem and solution, including length of time in operation

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Re-host planning began in early 2005. Originally planned at twelve-months, the re-host schedule was compressed to eight months to align with high-priority organizational strategies. The detailed schedule for the re-host project included 1075 individual activities covering 27 formal deliverables and related work products in eight distinct phases. The most important planning goal was to complete all re-host activities without any impact on system performance or availability. In August 2005, California started formal project activities. During project initiation, details of the project schedule were confirmed with all resources assigned, the project management plan and associated sub-plans were developed and approved, and recurring internal and external project status meetings were scheduled. Transitioning from a single end-to-end service provider to a collaborative service relationship was challenging and required extensive interaction with county technical staff and system users, and resulted in formal service level agreements between the OSI project office and county and state users.

The project schedule allowed only eight months from inception to cutover of CWS/CMS to the new computing facilities. Successful completion required diligent project management and integration, extensive teamwork, collaboration and cooperation between all participating organizations:

- California Office of Systems Integration (OSI)

  OSI was the primary state entity responsible for ensuring project success. OSI is a project management/integration office responsible for some of California's largest and most complex applications. For this project, OSI was charged with ensuring appropriate service performance and integration occurred between IBM and DTS. OSI also secured the necessary federal and State project approvals and funding, negotiated and executed a contract with IBM Global Services, Inc. to

provide the necessary technical project management and planning activities. OSI contracted formal project oversight and systems engineering verification and validation resources to ensure the re-host effort remained on schedule and within budget while satisfying the stated requirements.

OSI also established and executed a formal communications management plan for ensuring all stakeholders were informed of project status and scheduled cutover activities.

- IBM

  Under contract with OSI, IBM provided overall project management, lead the team planning efforts, specified all hardware and software, and tested and certified the newly installed hardware and software at the State data center.

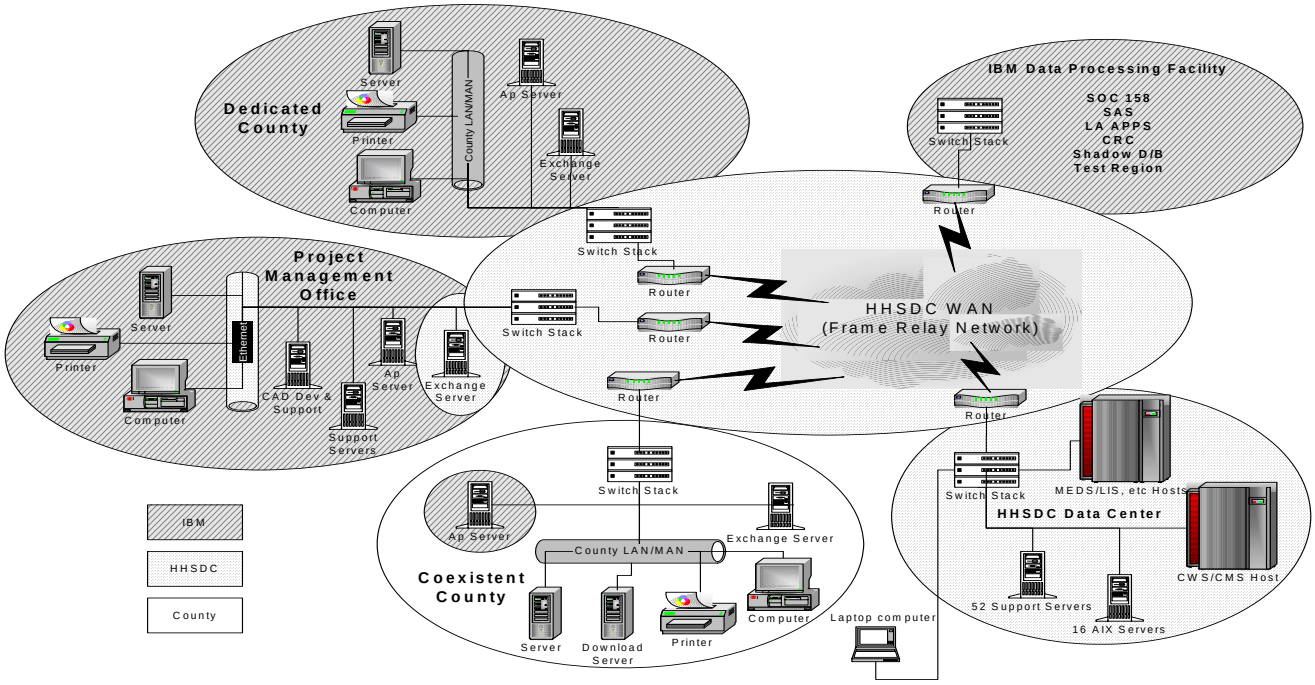
- California Department of Technology Services (DTS)

  Under a service-level agreement with OSI, DTS participated in project and technical planning, procured and installed all specified hardware and software, participated in testing and now operates the application.

The California architecture was developed using a “lift and lay” strategy to re-produce the Colorado infrastructure architecture at the Sacramento facilities with minimal changes with the objective of minimizing the impact on service delivery. A key technical challenge involved duplication of case data and application software between Boulder to Sacramento. After careful analysis, IBM Peer-to-Peer Remote Copy Extended Distance (PPRC-XD) disk mirroring technology was selected for data transportation and synchronization.

The re-host effort was successfully completed March 25, 2006 when the Boulder application was shut down and the California data center entered production, on schedule and within budget. There was no unplanned service outage or other availability issues associated with cutover, and overall system performance has improved.

CWS/CMS Architecture & Support Overview - After Re-host



B. Significance to the improvement of the operation of government

California is committed to creating computing environments that foster competition and thereby reduce costs for system maintenance, operation, and eventual system replacement. Re-hosting the CWS/CMS application at the State data center:

- Eliminates any advantage the incumbent vendor might have from having fully amortized its investment in hardware and data center infrastructure through the present CWS/CMS contract.
- Allows vendors who do not possess their own data center infrastructure to successfully compete.
- Eliminates costs associated with transferring the application to a new vendor's facility each time an incumbent bidder fails to win a subsequent maintenance contract.
- Provides a more discoverable data center operations environment positions the State to better manage and understand managed operations costs.

Additionally, the decision to move CWS/CMS hosting to the State data center:

- Conforms to California's Information Technology strategy to consolidate mainframe, server, and messaging operational support.
- Conforms to the direction of Federal sponsors to maximize competition for the subsequent CWS/CMS re-procurement. Separating hosting services from the rest of the procurement satisfies this directive and supports the State's efforts to receive the maximum possible level of federal funding.

C. Benefits realized by service recipients, taxpayers, agency or state

In-sourcing the computing infrastructure for CWS/CMS has:

- Reduced costs by hosting the application at a State data center because costs are recovered and no profit margin is charged.
- Created greater economies of scale for the State data center resulting in reduced computing and network costs for all customers.
- Provided California a more open and discoverable application environment with regards to architectural design, application metrics, and network services.

D. Realized return on investment, short term/long term payback (include summary calculations)

ESTIMATED SAVINGS FOR RE-HOST

	FY 2006 / 07	*FY 2007 / 08*
IBM hosting costs (Colorado)	$ 27,457,501	$ 30,839,013
Estimated DTS hosting costs (California)	22,327,401	24,689,231
Savings	**$ 5,130,100**	**$ 6,149,782**